

Message Text

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TAGS: BEXP, RO, HU, CZ, PL

SUBJ: THE MARKET FOR MANAGEMENT TRAINING COURSES IN
EASTERN EUROPE

1. KEPNER-TREGOE INC., A WELL KNOWN MANAGEMENT TRAINING ORGANIZATION WITH HEADQUARTERS IN PRINCETON, NEW JERSEY AND OFFICES THROUGHOUT THE WORLD, IS INTERESTED IN EXPLORING THE POSSIBILITY OF MARKETING THEIR MANAGEMENT TRAINING PROGRAM IN EASTERN EUROPE, STARTING WITH THE ADDRESSEE COUNTRIES. KEPNER-TREGOE INC. HAS HAD GENERAL WITH MANAGEMENT DEVELOPMENT ORGANIZATIONS IN THESE COUNTRIES AND IS CONVINCED THAT THERE IS GREAT INTEREST IN IMPROVING MANAGEMENT PRACTICES. KT TRAINS MANAGERS BY EMPHASIZING NOT CONTENT (FACTUAL KNOWLEDGE) BUT PROCESS, I.E. THE DEVELOPMENT OF THINKING SKILLS NEEDED TO ANALYZE DIFFICULTIES, TEST NEW IDEAS, DEVELOP OPTIMUM COURSES OF ACTION, ETC. KT ALSO CONDUCTS

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SIMILAR TRAINING FOR PRODUCTION LINE "TROUBLE SHOOTERS."

2. KT IS UNCERTAIN HOW TO MAKE THE STEP FROM GENERAL, MORE OR LESS PHILOSOPHICAL DISCUSSIONS TO THE SALE OF ITS PROGRAM. QUESTIONS TO WHICH THE COMPANY IS TRYING TO FIND ANSWERS INCLUDE: (1) WHAT IS THE MOST APPROPRIATE END-USER FOR COVERING THE COUNTRY AS A WHOLE AND, IN THIS PARTICULAR CASE, IS IT BEST TO WORK EXCLUSIVELY WITH THE POTENTIAL END-USER OR ALSO WITH THE APPROPRIATE FOREIGN TRADE ORGANIZATION? IF THE LATTER, WHICH FTO? (2) WOULD THESE COUNTRIES BE WILLING TO SPEND FOREIGN EXCHANGE FOR MANAGEMENT TRAINING? (3) ONE POSSIBLE APPROACH WOULD BE TO LICENSE AN APPROPRIATE ORGANIZATION IN THE COUNTRY TO USE KEPNER-TREGOE'S THOUGH DEVELOPMENT PROCESS AND EXTRACT A ONE-TIME ROYALTY BASED ON ESTIMATED DEMAND FOR THE LIFE OF THE LICENSE. SUFFICIENT MATERIALS, THE SALE OF WHICH IS THE MONEY-MAKING PART OF KT'S OPERATION, WOULD THEN BE PROVIDED FOR THAT ESTIMATED DEMAND AND THE ROYALTY WOULD IN REALTY BE THE PAYMENT FOR THESE MATERIALS. IS THIS APPROACH FEASIBLE? WHAT OTHER APPROACHES MIGHT BE POSSIBLE? (4) SINCE THE TRAINING MATERIALS FALL IN THE CATEGORY OF EDUCATIONAL PUBLICATIONS, USUALLY EXCEPTED FROM EAST EUROPEAN COPYRIGHT PROTECTION, WOULD THE AUTHORITIES BE LIKELY TO TRY TO PURCHASE ONLY A FEW SETS OF THE MATERIALS AND THEN PRINT SUFFICIENT COPIES TO MEET THEIR INTERNAL NEEDS? (5) WHAT IS THE POSSIBILITY OF SELLING TO ONE CEMA COUNTRY AND HAVING THAT COUNTRY PASS THE MATERIAL TO OTHER MEMBER COUNTRIES? THE ORGANIZATIONS WITH WHICH KEPNER-TREGOE HAS HAD DISCUSSIONS ARE THE FOLLOWING: ROMANIA; ACADEMIA STEFAN GHEORGHIU; HUNGARY: MTESZ; CZECHOSLOVAKIA: PRAGUE SCHOOL OF ECONOMICS (ING. VOPICAK, HEAD OF THE DEPARTMENT OF MANAGEMENT); PLAND: SCIENTIFIC SOCIETY FOR ORGANIZATION AND MANAGEMENT (TNOIK) (J. LUTOSLAWSKI, VICE PRESIDENT). ACTION REQUESTED: WOULD APPRECIATE POSTS' COMMENTS ON THE GENERAL CONCEPT OF WHAT KEPNER-TREGOE IS TRYING TO DO AND WHETHER THERE ARE ANY PRECEDENTS. WOULD ALSO APPRECIATE COMMENTS ON THE QUESTIONS LISTED AND EMBASSY VIEWS ON OTHER QUESTIONS AND/OR PROBLEMS FIRM SHOULD LIMITED OFFICIAL USE

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CONSIDER. FRED R. SIDON, GENERAL MANAGER, INTERNATIONAL, AND BEN TREGOE ONE OF THE FOUNDERS OF THE FIRM, TENTATIVELY PLAN TO VISIT ADDRESSEE COUNTRIES IN NOVEMBER. REALIZE THAT PERSONNEL RESOURCES AT SOME POSTS MAY PRECLUDE COMPREHENSIVE REPLY. KISSINGER

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